



TALESPINNER

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Santa comes to town at JBSA-Lackland



Photo by Benjamin Faske

Santa Claus arrives at the holiday tree lighting ceremony aboard a fire truck to greet children at the Gateway Club Dec. 2, at Joint Base San Antonio-Lackland. See page 4 for more holiday photos.

To innovate, we can't be afraid to fail

By Col. Robert Novotny
Commander, 48th Fighter Wing

The Air Force is pushing hard for us to innovate. You hear it when our senior leaders give speeches or post articles imploring us to improve. Examples include the AFSO21 process or the new Airmen Powered by Innovation program launched in April. All of that is great, except for the fact that over the last 30 years, we've created an organization that is resistant to failure.

When was the last time you heard someone say, "It's okay to not spend all of your money at the end of the fiscal year," or, "Getting a three on your enlisted performance report is awesome!" Never, right? Clearly we have a problem. Innovation and fear of failure are incompatible. Like oil and water, a culture afraid to take risk is inherently unable to explore the sometimes-ugly world of innovation.

Here's some good news. Since the birth of the airplane, Airmen have always been innovative. Innovation is resident in our DNA, just maybe a bit dormant right now.

A pair of brave, "troublemaker" bicycle mechanics took flight at Kitty Hawk, Doolittle's courageous "troublemakers" launched B-25 bombers off of the USS Hornet, and a fearless "troublemaker" named Chuck Yeager are all legacy examples showcasing the rich history of risk-taking Airmen.

If you've ever been to Edwards Air Force Base in California, you know that nearly every street is named for an innovative Airman who gave his or her life pushing the envelope — failing while innovating. Given that innovation is part of our culture, how can we create an environment where our Airmen are willing to innovate without fear of failure?

First, I think we need to agree that we have to be better than we are — with our precious time, our tremendous Airmen and our finite resources. In the past several months, the Air Force released more Airmen in an attempt to meet congressio-

nally-mandated end strengths. This reduction in manpower is stressing the team more than ever. Furthermore, our team is now in a period of mission-growth that I can't remember in recent history.

"Throughout history, people with new ideas — who think differently and try to change things — have always been called troublemakers."

- Richelle Mead, author.

We all thought that the drawdown in Afghanistan would bring relief, but the new fight in Iraq and Syria, a pandemic virus coupled with declining security in Africa, and other resurgent threats, demand improvements in the way we accomplish our mission. It is only appropriate that an old English proverb stated, "Necessity is the mother of invention." I think that applies to us right now.

Second, and most important, we have to foster a culture that is willing to experiment and fail during discovery. I have a big role in this culture, but I am convinced our first and second-level supervisors will make or break this effort. Every time I meet with the first-term Airmen, I am reminded that we recruit and retain brilliant Americans, and they have great ideas. They are also a fresh set of eyes in the organization with a long list of questions about how we're doing business.

If you're a young supervisor, listen to your folks. Engage with them about how to improve the organization. Our Airmen, regardless of rank or experience, are the key to our future. You have to empower them to take action on their ideas, and reward them when they succeed — and fail. As soon as we admonish an Airman for trying and failing, we can be certain they won't try again.

Without a doubt, we know there are areas where failure brings a high price, like flight and weapons safety, and our health-care. But there are countless areas around this installation, to include bureaucratic processes, communication, staffing, mission accomplishment and finances, where we can make improvements. If in doubt, start small and build some momentum. Every improvement, no matter how small, will make our team better.

I know this is easier said than done, and we can't change it overnight. I also know that some folks won't trust me when I say it's okay to fail. Fair enough.

I can tell you we are listening to your ideas and making improvements. Because of your ideas at RAF Lakenheath, we've already raised the speed limit on the perimeter road, canceled monthly meetings, returned promotion ceremonies to the squadrons, deleted multiple briefing requirements, and so on. All of these improvements are incredibly simple and small changes that make our lives better — ideas that came from our Airmen. Those are not truly innovative ideas, but they are better ways of doing business, and we're listening.

Together we can push the boundaries. Our youngest Airmen hold the keys to this change. Listen to them, and take action. Don't be afraid to try and fail.

Innovation will save us money, which is good, but more importantly, it will save us time — time that will go back to you and your team. I want you to keep that elusive "white space" time for yourselves. You know best what to do with your time.

Hopefully you'll use that time to get to the gym, travel Europe, mentor a young Airman, or experiment with ways to do our mission better. We can innovate together if we accept the fact that it comes with a price. A price we're willing to pay.

I like Winston Churchill quotes, so I'll leave you with this one: "No idea is so outlandish that it should not be considered."

Trust your intuition, and let's get after this together.

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NEWS IN BRIEF

SENIOR AIRMAN AND BELOW EPR STATIC CLOSEOUT DATE TO BE MARCH 31

A March 31 closeout date is set for enlisted performance report static for Regular Air Force, or RegAF, senior airmen and below. In addition, effective Dec. 2, change of reporting official evaluations have been eliminated for RegAF senior airmen and below.

The new static closeout date implementation and CRO report elimination affect RegAF senior airmen and below with at least 20 months of total active federal military service as of Dec. 2, 2014.

RegAF senior airmen and below whose EPRs closed out before Dec. 2, 2014 will get another EPR on March 31, 2015. That EPR will cover the number of months since their last EPR closed out.

RegAF senior Airmen and below whose EPRs would have closed out between Dec. 2, 2014 and March 31, 2015 will not get an EPR until the March 31, 2015 closeout.

Airmen who reach 20 months of active duty service after the March 31, 2015 closeout will get their initial EPR on the date they reach 20 months of active service.

For more information about enlisted evaluations and promotions, and other personnel issues, visit the myPers website at <https://mypers.af.mil>. Select "Search All Components" from the drop down menu and enter "27948" for enlisted evaluations or "27949" for enlisted promotion change information.

OFFICER ATTACHÉ DUTY APPLICATIONS DUE DEC. 29

The Air Force Personnel Center and the Secretary of the Air Force, international affairs office are accepting applications for senior defense official/defense attaché, air attaché and assistant air attaché duty at a dozen locations, with accompanied tour lengths ranging from 24 to 36 months, said Maj. Katie Tanner, the international affairs assignments chief.

Eligible active-duty line officers interested in attaché duty must submit their application by Dec. 29.

Attaché applicants must be active-duty senior captains, majors or lieutenant colonels, and must have their assignment functional manager's hard-copy or email release to compete for attaché duty. Applicants and all immediate family members must be U.S. citizens, and candidates must take the Defense Language Aptitude Battery test to compete for foreign language-

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502nd CONS saves Air Force dollars

By Senior Airman Krystal Jeffers
JBSA-Lackland Public Affairs

Editor's Note: In an effort to recognize the efforts of the many squadrons that compose the 502nd Air Base Wing, each month a different unit will be highlighted.

The 502nd Contracting Squadron is the backbone of Joint Base San Antonio due to their efforts in acquiring essential services and equipment for the wing.

Brig. Gen. Bob LaBrutta, 502nd Air Base Wing and JBSA commander, praised members of the 502nd CONS in an email recognizing the unit for their "great work in making JBSA the

premier installation in the Department of Defense."

"The impact that our contracting squadron has on the 502nd ABW, our mission partners and JBSA overall is immense," he continued.

The squadron completed multiple projects during fiscal year 2014 that benefited both JBSA and the Air Force as a whole.

According to the 502nd CONS, They were responsible for approximately \$32.8 million in construction projects to enhance 87 JBSA buildings and \$3.6 million for road repair. These improvement projects directly impact JBSA's infrastructure by providing better facilities, which will help prepare

the 502nd ABW for potentially tight budgets in the future.

"These projects are going to be really important because the more we do this year and next, the less maintenance will be needed during 2016 when the projected budget cuts come," said Lt. Col. Thomas Hoskins, 502nd CONS commander.

Another contract the squadron handled during the fiscal year is expected to save millions of dollars for JBSA over the next 10 years.

The joint base is expected to save \$3.7 million from six energy conservation projects. In addition, the 502nd

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Troops for Teens mentors get involved at local high school



Photo by Senior Master Sgt. Dorian Chapman

Cyber professionals from 24th Air Force volunteered to mentor teens, Nov. 19, in the Troops for Teens program, a partnership between 24th Air Force and South San Antonio Independent School District designed to offer tutoring and mentorship to high school teens.

By Senior Master Sgt. Dorian Chapman
24th Air Force Public Affairs

Fourteen cyber professionals from across 24th Air Force dedicated time to mentor students from South San High School Nov. 19 in San Antonio. The ongoing program labeled "Troops for Teens" is in its second year, allowing opportunity for SSHS students to spend developmental time with mentors who assist with everything from tough school subjects to social challenges and fitting in.

Among the mentors was Brig. Gen. Thomas Murphy, vice commander of 24th Air Force.

"This is a great opportunity," Murphy said between scheduled men-

torship activities. "This isn't about recruiting; it's about helping our neighbors in the community. These volunteers are some exceptionally bright Airmen who really want to make a difference in these young people's lives."

This was the first visit to the school for this year's mentors, but, through Troops for Teens, many of the students have already visited Joint Base San Antonio - Lackland to observe Air Force daily activities and even basic training graduation ceremonies.

"Most of these students have been to the base," explained Lt. Col. Bernadette Wishom, Strategic Cyber Systems division chief and head coordinator of the Troops for Teens program. "Many of the students have visited 24th

Air Force headquarters, and been given a glimpse of our cyber operations center there. That was a pretty big deal to them."

The core of the program centers on enhancing the students' academic path to success through encouragement to stay in school and individual and group tutoring for the students who need it.

"We recognize that many of the students are at a decision point in their lives," Wishom said. We are giving them a view into an option they may not have considered."

The program has many more events planned for the remainder of the school year, and is always looking for more mentors. If interested, please contact Wishom.

Lackland holiday lights glow in the night



Photos by Benjamin Faske

A tree lighting ceremony took place Dec. 2 at the Gateway Club, Joint Base San Antonio-Lackland. Col. Trent Edwards, 37th Training Wing commander, and his wife Vanessa hosted the event, lighting the tree and greeting Santa Claus.

Tool to safeguard PII scheduled for December rollout AF wide

24th Air Force Public Affairs

The Digital Signature Enforcement Tool is scheduled for Air Force-wide integration Dec. 5, providing Microsoft Outlook email users with an interactive, automated virtual assistant to help ensure the security of personally identifiable information.

"I can't overstate the operational importance of preventing PII breaches," said Maj. Gen. B. Edwin Wilson, commander of 24th Air Force and Air Forces Cyber. "It's not an IT problem, it's a Total Force problem and DSET is an effective tool the Total Force can use, right now, to help reduce inadvertent PII breaches."

Beyond potential identity theft, PII breaches can lead to significant compromises in operational security. For example, a well-meaning member working to meet an operational deadline sends an unencrypted email, containing PII on several unit members, to a "non .mil" email account. The sender could be attempting to get ahead on a project or be providing a status update to unit members on pending unit movements. Unknown to the sender, hackers have compromised email transport infrastructure between the sender's desktop and one of the destination, "non .mil" desktops. Hackers intercepting this unencrypted email traffic can utilize the newly acquired personal information to form specifically targeted attacks, known as spear phishing, to acquire additional information such as account numbers or passwords. Unfortunately the attack does not stop there. Once an attacker has acquired enough information, he can simulate user accounts or even pass off communications on behalf of the service member, who is likely still unaware that his information has been compromised. Those false communications could be leveraged to gain digital access to Air Force systems, or even physical access to installations and personnel. Obviously, the negative implications caused by PII breaches are severe, and equipping the force with tools to mitigate the risk is paramount.

DSET version 1.6.1, an updated version of the DSET 1.6.0 software already in use by the Air National Guard, Air Force Reserve Command,



and Air Force Space Command, contains fixes for some previously identified software bugs as well as enhancements to make the digital tool more effective.

"DSET 1.6.0 launched back in July to three major commands," said Alonzo Pugh, cyber business system analyst for 24th AF. "Feedback has been overwhelmingly favorable for the use of the tool, and version 1.6.1 is definitely ready for Air Force-wide usage."

DSET is regarded as a short-term fix to help all Air Force network users protect PII, specifically if that information is to be included in an email communication. DSET 1.6.1 still only scans for PII in the form of social security numbers, leaving overall responsibility on the user to safeguard the sensitive information in all of its forms.

"First, the user should ask him or herself if the PII in the email is truly necessary," said Pugh. "DSET scans the email draft before transmission. If PII is identified, DSET will notify the user through a series of pop-up windows. This interactivity allows the user to make a conscious decision of how to proceed with the information in question."

According to Pugh, if the information must be transmitted, encrypting the PII is all that is necessary to protect the data during transmission. DSET will trigger when it detects potential PII in an email, giving the user the opportunity to delete the information if not necessary to the communication, encrypt the information, or override and transmit the email as originally written.

If the file containing PII is already

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Air Force Sergeant completes formal course from all military branches

By Airman Justine K. Rho
JBSA-Lackland Public Affairs

An Airman from the 502nd Civil Engineering Squadron at Joint Base San Antonio-Lackland achieved distinguished graduate status from the Marine Corps Senior Non-Commissioned Officer Academy Advanced Course in October this year and has now completed a formal course from every military branch.

Master Sgt. Ryan McClary, explosive ordnance disposal flight chief, has completed Navy EOD School; Air Force Airman Leadership School and NCO Academy; Army Jump, Air Assault and Repel Master's School; and the Marine Corps Senior NCO Academy Advanced Course.

"Attending formal training or professional military education courses from different sister services enable us to see the same issues from different viewpoints," McClary said.

McClary elaborates by describing the different perspectives of the Air Force and the Marine Corps.

"The Air Force focuses more time on educating Airmen, thinking that a higher level of education creates better decisions," McClary said. "Whereas the Marines focus more on the combat mindedness."

The variance in focus showed similarities and differences in leadership methods between sister services, explained McClary.

"There was value gained in understanding the Marine Corps thought process and methods for evaluating Marines and how it compare to the Air Force," said Senior Master Sgt. Jacob Campbell, McClary's supervisor. "He also made note of the fact that there are many similarities in how the Marines handle issues."

Campbell continues by explaining the value in attending a sister service PME or formal course.

"This is the embodiment of the 'one team, one



Photo by A1C Justine Rho

Master Sgt. Ryan McClary, assigned to the 502nd Civil Engineering Squadron at Joint Base San Antonio-Lackland, achieved distinguished graduate from the Marine Corps Senior Non-Commissioned Officer Academy Advanced Course in October this year and has now completed a formal course from every military branch. McClary, explosive ordnance disposal flight chief, has completed Navy EOD School; Air Force Airman Leadership School and NCO Academy; Army Jump, Air Assault and Repel Master's School; and the Marine Corps SNCO Academy Advanced Course.

fight' mindset that is present in the Department of Defense and reinforces the fact that people in all career fields are crossing service lines everyday," said Campbell, JBSA EOD flight superintendent.

McClary describes how his leadership role as a Senior Airman at the Army Jump School gave him experience in a joint environment at a young age.

"I learned how to tone down the service idioms, like the acronyms, and this taught me how to speak more clearly," said McClary. "I learned that clear communication is a key leadership tool."

Wanting to learn from another perspective, McClary applied to participate in the Marine Corps Academy in lieu of the Air Force Senior NCO Academy because he had worked with the other branches, McClary said.

"I enjoy education," said McClary. "I feel the more I learn the better decisions I make and I am constantly pursuing as many opportunities as I can handle."

Along with his drive for excellence; McClary said he enjoys bringing the Air Force to the other services.

"Every time I've worked with the other services I heard 'Thanks for bringing the Air Force,'" said McClary. "Being able to bring the Air Force forward on a good note has always been important to me."

"Sergeant McClary constantly strives to be a better leader, manager, mentor and Airman," said Campbell. "His ability to work with openness and honesty with everyone in the flight and outside the unit proves that his intention is to do what is best for his people and the Air Force."

Right now, McClary is working on his master's degree and training for a triathlon. He says his career goal is to continue to serve in the Air Force as long as he is useful and relevant. After retirement, he plans on opening an all-day boys and girls club where kids that don't have someone to spend time with can get positive social interaction.

When asked to give a word of advice to Airmen, McClary said, "It is important to set goals in your life even if they are short term and when things get rough just remember what motivates you."

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encrypted – through the Microsoft Office "protect" permission feature or some other software – DSET will not trigger and the email can be sent as usual to any recipient's email address, whether ".mil," ".com," etc. However, if the email itself is encrypted through Microsoft Outlook, the communication is only safe to transmit to a recipient's ".mil" email address. An email encrypted in this fashion cannot be sent to any "non-.mil" addresses. If the user attempts to do so, DSET and Microsoft Outlook will provide pop-up boxes explaining the user's options.

"I can't overstate the importance of reading the information in the pop-up box," said Pugh. "Read the training materials on the use of DSET; read the training slides on how to use Microsoft Office features to encrypt various documents; understand how these tools can help you safeguard PII."

In preparation for the Air Force-wide release of DSET, you can access training at:

DSET tutorials: <https://afpki.lackland.af.mil/tutorials/dset/>

DSET Quick Reference Guide: https://afpki.lackland.af.mil/assets/files/OE-15-40-064_QRG-DSET-v0001.pdf

Additional training on how to encrypt Microsoft Office documents can be accessed at: <http://www.24af.af.mil/shared/media/document/AFD-140701-064.pdf>

Users have multiple tools at their disposal to protect PII if encrypting e-mail is not feasible, but if electronic transmission of sensitive PII is operationally required, users can leverage approved Department of Defense file exchange services at: <https://safe.amrdec.army.mil/safe/>

More information regarding DSET implementation can be found at: <http://www.24af.af.mil/news/story.asp?id=123417788>.

commentary

Asking for help is sign of strength not weakness

By Maj. Gen. Mark Brown and
Master Sgt. Derik New
2nd Air Force

Growing up I was a big fan of Muhammad Ali. He was the world heavyweight boxing champion and unashamedly referred to himself as “The Greatest.” I vividly remember a reporter asking Ali, “When did you know that you were ‘The Greatest?’” Before Ali could answer, the reporter offered, “Perhaps it was when you knocked out George Foreman in 1974?”

Ali shook his head in disagreement, so the reporter continued.

“Maybe it was when you destroyed Sonny Liston in the world heavyweight championship in 1964?” Again, Ali shook his head.

Then Ali told the story of when he knew he was the greatest. It happened in 1973 when he faced Ken Norton at the San Diego Sports Arena. As Ali entered the arena, the crowd was in a frenzy, cheering “Ali, Ali, Ali!”

The world champion stepped in the ring and quickly found himself over-matched against the bigger Norton, suffering a broken jaw in the second round. Ali found the strength to finish the 12-round bout, but suffered only his second defeat in 43 professional fights. Through this trial, after having his jaw broken and being knocked senseless but somehow remaining on his feet, is when Ali truly came to believe he was the greatest.

To prove that point, Ali went on to beat Ken Norton in their next two matches.

Being knocked out and having to bounce back is all but inevitable for most of us. This is especially true for those of us in the business of delivering air power for America. Our mission can be stressful and those stresses can be further complicated by the everyday challenges of life. The good news is that, regardless of our situation, there is always a helping hand. The act of reaching out to these individuals may be difficult, but should never be thought of as a sign of weakness. In fact, recognizing you need help, and seeking that help, only builds resilience and strengthens your character. Knowledge of this indirect benefit is well documented throughout history.

Per John Heywood, an English author and playwright in the early 16th century; “If you will call troubles experiences, and remember that every experience develops some latent force within you, you will grow vigorous and happy, however adverse your circumstances may seem to be.”

We all need help every now and then. Some individuals feel very comfortable asking for financial, spiritual, physical, or emotional help during difficult times; however, many others are unable to recognize when help is needed, or are just reluctant to ask. For those who prefer to do things themselves, so as not to burden others, the situation or experience can eventually become such a weight that the individual is unable to go at it alone or is already in over their head.

Air Force physicians, mental health providers, chaplains, first sergeants, commanders, and wingmen are all there to help. There are also many programs that allow you to talk or research your situations, such as our family readiness centers, our Military Crisis Line, the Air Force Suicide Prevention web site, the Sexual Assault Prevention and Response Program, and The Airman’s Guide for Assisting Personnel in Distress. But the fact remains, if you don’t reach out, it’s difficult to offer assistance.

As military members, your country relies on your service and we understand the burden that can be levied upon you and your families. Always remember, you are not alone with this and someone is there to help.

My wish to you this holiday season is that you will ask for help if you need it. Just remember that even “The Greatest” had to bounce back to truly realize his greatness.

Counter Active Shooter Tactics:

Innovative training arms community with knowledge to survive

By Airman 1st Class Stormy Archer
JBSA-Randolph Public Affairs

According to the Federal Bureau of Investigation, the number of active shooter events is on the rise. From the year 2000 to 2013 the U.S. has averaged 11.4 active shooter events per year, and the last seven years have shown an increase to 16.4 incidents a year. With recent attacks at Florida State University, Washington State, Isla Vista, Calif., and Fort Hood, Texas, there are no indications that the rate of active shooter events will decline.

However, members of the 902nd Security Forces Squadron are now offering comprehensive training to personnel in the Joint Base San Antonio area to further prepare and survive an active shooter event.

"We've already trained law enforcement members on how to react to an active shooter, but we haven't done much training for the rest of the community," Robert Vickers, 902nd SFS chief of plans and programming, said. "We want them to understand the psychology behind crisis actions and events, and understand

how their mind and body will react to the stress and find a way to work through those stressors to come up with an action plan."

Counter Active Shooter Tactics is a two-part course with both classroom and hands-on training designed to provide members of the JBSA community with the knowledge and understanding of how to survive an active shooter event regardless of where they may be at any time.

"In addition to the current mandatory computer-based training, CAST is another method to arm you with options to survive," Maj. Julia Jefferson, 902nd Security Forces Squadron commander, said. "Those attending the class will be better prepared when faced with a real world incident. CAST instructors will teach students to defend themselves."

CAST training helps people to think outside the box and instead of relying solely on lockdown procedures it helps people to access the situation and take advantage of opportunities to escape the violence.

Vickers also explained that lockdown is not the priority but an available



Photos by Airman 1st Class Stormy Archer

Left to right: Master Sgt. David Colon, Air Education and Training Command Inspector General Directorate; Master Sgt. Kerry Thompson, 502nd Air Base Wing Inspector General Office NCO in charge of inspections; Frank Hawley, 502nd ABW IG self-assessment program manager; and Michael Broeker, 502nd ABW IG wing inspection team manager, run towards an exit during a Counter Active Shooter Tactics training scenario Nov. 4 at Joint Base San Antonio-Randolph.

option to surviving a crisis event. He also stated that "regardless of where you are or what you are doing, be aware of primary exits as well as secondary exits like windows."

"The heaviest emphasis in this class is on avoidance," Vickers said. "Leave, escape, get away from the incident at all costs. Whether you use a door, window or break through dry wall; your primary objective is to get away. If you are unable to get away, barricade yourself to deny the shooter access to where you are, while you still search for a way to escape."

CAST training is free and available for all members of JBSA from active duty,



Staff Sgt. Scott Mellott, 902nd Security Forces Squadron NCO in charge of plans, plays the role of an active shooter during a Counter Active Shooter Tactics class Nov. 4 at Joint Base San Antonio-Randolph.

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New allotment rule protects troops from lending scams

By Terri Moon Cronk
DOD News, Defense Media Activity

Defense Secretary Chuck Hagel has directed a policy change in new paycheck allotments to prevent unscrupulous commercial lenders from taking advantage of troops and their families, Pentagon officials said Nov. 21.

According to a Department of Defense news release, effective Jan. 1, 2015, the change in DOD's financial management regulation will prohibit service members from allotting pay to buy, lease or rent personal property, a senior DOD official said.

According to the release, this policy change will eliminate that aspect of the allotment system most prone to abuse by unscrupulous lenders that prey on service members.

This will significantly improve protections for all service members and their families, while not significantly reducing the flexibility to use allotments for a number of legitimate purposes, the release reported.

DOD officials said that while exist-

ing allotments are not affected, service members will no longer be able to make allotments for the following types of purchases:

- Vehicles, such as automobiles, motorcycles and boats;
- Appliances or household goods, such as furniture, washers and dryers;
- Electronics, such as laptops, tablets, cell phones and televisions; and
- Other consumer items that are tangible and moveable.

Allotments still can be used for savings account deposits, investments, to support dependents, pay insurance premiums, mortgages, rents, make Combined Federal Campaign contributions, and U.S. government debt repayments.

Another line of protection for service members and their families is included when starting new allotments through MyPay and manually on DD Form 2558, officials said.

Officials said service members must certify under the Uniform Code of Military Justice that the allotment is not for "the purchase, lease, or rental of per-

sonal property of or payment toward personal property."

The secretary directed the change following an interagency review that began in June 2013 in response to a major enforcement action by the Consumer Financial Protection Bureau.

The team comprised DOD representatives from the comptroller, Defense Finance and Accounting Service, personnel and readiness, and general counsel offices in the Joint Staff and secretary's offices. Non-DOD participants were from the Federal Deposit Insurance Corp., CFPB, Federal Reserve Board, Comptroller of the Currency and the National Credit Union Administration.

Defense Officials said a 2012 analysis showed that the top 10 financial institutions that received allotments from service members processed almost two million allotments totaling \$3.767 billion. Of the top 10 allotment processors, state law enforcement, consumer advocates, and the financial regulators have flagged three particular institutions as suspected abusers of the al-

lotment system. Those institutions received 999,588 allotments totaling \$1.380 billion in fiscal year 2012.

Officials said the 2012 analysis also found that on average per capita, warrant officers use 5.73 allotments, commissioned officers use 3.55 and enlisted personnel use 3.49 allotments, respectively. The dollar average per allotment is highest for warrant officers (\$1,679 per allotment), followed by officers (\$1,554 per allotment), and then enlisted personnel (\$1,224 per allotment).

The new allotment rule applies to active-duty members and not military retirees or DOD civilians, officials said.

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civilians, contractors and family members. For more information about CAST, and how to enroll in the next class, call 652-5600 or 652-1357. Online methods for registering for future classes are under development and will be publicized as soon as they are available.

WINGMAN DAY PHOTOS

TK tuesday

502ND CONS from Page 3

ABW received a rebate of \$250,000 for FY 2014 from one of the projects. According to the 502nd CONS, additional rebates are expected in 2015, which will return more money to the 502nd ABW support budget.

"We are seeing a lot more of these (types of projects)," Hoskins said. "They are practically paying for themselves with rebates and how our energy bill is going down."

In addition to saving money for the JBSA community, the 502nd CONS is potentially saving lives in San Antonio.

They secured more than \$88.8 million in personnel, equipment and supplies for the San Antonio Military

Health System and the 55,000 yearly patients they provide for. In addition, they were responsible for securing multiple bone marrow transplant contracts, which resulted in reducing the Texas bone marrow transplant wait list by 92 percent and supported the effort that potentially saved six lives, according to the 502nd CONS.

"All of this was because of our people," Hoskins said. "They are the only reason we got all this done. They performed very well, especially given what we have gone through in the last year with (502nd ABW) transformation and the restructuring of our squadron."

Previously, there was a contracting squadron for each location of JBSA:

Lackland, Fort Sam, and Randolph.

"With the transformation, we became one squadron and refocused our flights to take on work for all of JBSA," Hoskins said. "Now all the flights have a more defined and strategic workload."

Some flights, like one of the three infrastructure and construction flights, were refocused from supporting a single location to the entire JBSA, while other flights were completely re-tasked.

"It was a big change for the individual flights and they took on a lot more responsibility," Hoskins explained. "It allows us to be not only effective but efficient across the whole joint base. It will provide us a foundation to do more

strategic contracts so we can go after those savings. We want to make sure that we are buying the right things so that the mission is supported while also protecting the taxpayers' dollars."

The commander contributes the merger's success and the unit's ability to support JBSA while getting the best value for the tax payers' dollars to the people who composed the squadron.

"They all had to adjust to a whole different work load," Hoskins said. "It is amazing what they did in the time they did it. They are flexible, focused and driven. They are good folks pushing hard and it obvious that they care about what they do. They did a lot of good work throughout the year to get the squadron where it is today."

37TH TRW HOSTS ANNUAL COOKIE CAPER, SEEKS VOLUNTEERS



Courtesy photo

Mona Orrie (left), wife of 37th Training Wing Command Chief Master Sgt. Lou Orrie, Vanessa Edwards (center), wife of 37th TRW Commander Col. Trent Edwards and Walter Clark (right), husband of 37th TRW Vice Commander Col. Kendra Matthews, pose for a picture during a Cookie Caper planning meeting Nov. 19 at Joint Base San Antonio-Lackland. The Cookie Caper is a program that provides cookies to Airmen and basic trainees living in the dorms at Joint Base San Antonio-Lackland during the holiday season.

The Confectioner's Crew is looking for volunteers to bake, donate or deliver cookies to servicemembers living in the dorms at JBSA-Lackland. Those who would like to donate cookies can drop them off between 5:30 - 11 a.m. Dec. 15 at the Freedom Chapel. For more information about the Cookie Caper program, contact the 37th Training Wing Public Affairs Office at 671-3136.



Holiday in Blue

Photos by Senior Airman Krystal Jeffers

Members of the U.S. Air Force Band of the West Concert Band perform during the Holiday in Blue Concert Dec. 6, at the Edgewood Independent School District Performing Arts Center in San Antonio. The concert featured several familiar holiday songs and included an appearance from Santa Claus.



Photo by Airman 1st Class Justine Rho



Photo by Airman 1st Class Justine Rho

The 2014 Combined Federal Campaign continues through Dec. 15.

COMBINED FEDERAL CAMPAIGN POINTS OF CONTACT

The following is a list of points of contact for Joint Base San Antonio:

502nd Air Base Wing:

Master Sgt. Thomas Shockley

Alternates:

Master Sgt. Kerry Thompson,
Tech. Sgts. Mark Barnette and
Angelica Guerrero, Staff Sgts.
Christopher Sutherland,
Gary Lund and Henry Roberson.

502nd Force Support Group:

Maj. Steven Parker

802nd Force Support

Squadron:

Capt. Linda Aria

502nd Force Support

Squadron:

Chris Neubeck

502nd Installation Support Group:

Michael Guzman

502nd Civil Engineering

Squadron:

Joseph McCullough

502nd Communication Squadron:

Staff Sgt. Rodney Hill

502nd Operations Support

Squadron:

Staff Sgt. Kerry Prado



502nd Security Forces and Logistic Support Group:

Master Sgt. Peter Esparza

902nd Security Forces

Squadron:

Master Sgt. Orlando Bowman

502nd Logistics Readiness

Squadron:

Tech. Sgt. Joan Dixon-Scott

To access the 2014 San Antonio Area Combined Federal Campaign charitable agency brochure online, visit <http://www.cfcsanantonio.org>.

BMT HONORS

Congratulations to the following 35 Airmen for being selected as honor graduates among the 357 Air Force basic military trainees who graduated today:

Cierra Taylor

–Flight 015

Kyle Brink

Efrain Gonzalez

Ian Rouleau

Christopher Walk

Walter Wheeler

Chantel Hogsed

326th TRS, Flight 014

Rayisha Smith

322nd TRS, Flight 018

–Male Airmen

Christopher Grant

Flight 015

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Flight 015

Flight 011

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**BMT information
does not arrive until
Wednesday**

322nd Training Squadron

–Flight 017

Andrew Childress

Michael Ferrar

Alfred

T

K

–Fl

Ash

Ange

Jenni

Gerrily

326th TRS

–Flight 013

Jacob Ada

Thomas B

John Mullin

Jeremy Swa

Logan Wolthu

–Flight 014

Carry Franklin

Carolyn Melrose

Lisa Savino

Allison Smith

Sarah Sommer

Most Physically Fit

–Female Airmen

Elizabeth Kuc

322nd TRS, Flight 018

Kirby Laird

322nd TRS, Flight 018

Top Academic Flights

326th TRS, Flight 013

326th TRS, Flight 016

326th TRS, Flight 015

322nd TRS, Flight 018

331st TRS, Flight 011

322nd TRS, Flight 017

326th TRS, Flight 014

331st TRS, Flight 012

FOSTER a PUPPY

The Department of Defense dog breeding program needs families to foster puppies for three months.

Potential foster families need:

- time and patience to raise a puppy age 12 weeks to six months,
- a stimulating and safe home environment, and
- a desire to help raise a military working dog.

Call 671-3686



Changes coming to officer board documents

By Master Sgt. Timm Huffman

HQ Individual Reservist Readiness and Integration Organization, Public Affairs

Changes are coming to the advanced academic degree and developmental education information visible on officer selection briefs for promotion boards.

Beginning Dec. 1, advanced academic degree information for line officers will be masked for promotion selection boards below the grade of colonel.

Another change will limit the visibility of how and when developmental education was completed. The new officer selection briefs will show the course and that it is complete. It will not display when a course was completed or whether it was completed by correspondence or in-residence.

These changes affect both active duty and Reserve members and the first Reserve board impacted will be the February 2015 Air Force Reserve Line and Non-line Major Promotion Selection Boards.

Non-line officers, such as chaplains and those in the medical and nurses corps, are unaffected by the changes to the advanced academic degree information, as they fall under the April 12, 2006, memorandum from the Secretary of the Air Force and Chief of Staff of the Air Force requiring that data on the highest two degrees be visible to promotion boards for these individuals.

However, the changes to developmental education do apply.

Lt. Col. Amy J. Boehle, acting director, promotion board secretariat, Headquarters Air Reserve Personnel Center, said those six months prior to every board, ARPC forwards a member's OPB to their servicing military personnel section, which in turn provides it to the member for review. Officers who are eligible for the upcoming Air Force Reserve major's board have received OPB documents reflecting these changes.

The changes to the academic degree and developmental education expectations are designed to restore Airmen's time and refocus officer promotions on job performance. The Air Force identified that unnecessary demands were being placed on Airmen as they pursued time-consuming education simply to fill perceived check boxes for promotion.

"Our intention is to set clear expectations and ensure that, where possible, we give time back to our officers," said Air Force Chief of Staff Gen. Mark Welsh. "Since job performance is the most important factor when evaluating an officer for promotion, the decision to delay the completion of an advanced academic degree will not affect their ability to serve a full career in the Air Force."

Officers with questions regarding these changes should contact the Total Force Service Center at 565-0102, press option 3 and follow the prompt.

Connect With Us!

**JBSA-LACKLAND
ON THE SOCIAL
NETWORKING SCENE**



Follow us on Facebook at:
Lackland-JBSA



Go to our website at: www.jbsa.af.mil
and look for social media.



Follow us on Twitter at:
<http://twitter.com/JBSALackland>



E-mail us at: Lackland.jbsa@gmail.com

To find out

**WHAT'S
HAPPENING**

Visit

<http://www.lacklandfss.com>

LOCAL BRIEFS

SATURDAY

THRIFT SHOP SALE

The Lackland Thrift Shop will have \$5 bag sales Dec. 13 and 18. The store will also have extended holiday shopping hours until 4 p.m. Dec. 18. Visits from Santa will be announced.

SANTA SHUFFLE 5K

The 737th Training Support Squadron will host the Santa Shuffle 5K, Dec. 13 at Joint Base San Antonio-Lackland. The run begins 8 a.m. from the Pfingston Reception Center. Registration is \$10 and can be paid in advance or on the day of the race starting at 7 a.m. Call 671-3026 for more information.

INFORMATIONAL

VOLUNTEERS NEEDED FOR 502ND ABW ANNUAL AWARDS CEREMONY

The 502nd Air Base Wing Annual Awards Committee is looking for 2 proffers and 10 ushers to assist in the annual award ceremony. The event is scheduled for Feb. 6, 2015 at the Lackland Gateway Club. To volunteer, contact 221-1851.

PUBLICATIONS AND FORMS

The 502nd Communications Squadron has a dedicated team to provide guidance and support to enhance squadrons' publication and forms program. They will assist with the development of supplements to Air Force instructions to local operating instructions. The Pubs/Forms staff can also assist with designing a form for local use or for posting on e-Publishing, as long as there is a prescribed directive for the use of that form. The team can also guide units thought the process of having an overprint on an existing form to fit office requirements. To get information on issues the Publications and Forms section can further assist with, contact them via their organization workflow: usaf.jbsa.502-abw.mbx.502-cs-pubs-forms-workflow@mail.mil or call 466-7827

NOMINATIONS SOUGHT FOR DISTINGUISHED CIVILIAN AWARD

Air Force officials are accepting nominations for the 60th Annual Department of Defense Distinguished Civilian Service Award. This is the highest award presented to DOD career civilian employees whose careers reflect exceptional devotion

to duty and extremely significant contributions of broad scope to the efficiency, economy or other improvements in the operation of the department. Each major command, field operating agency and direct reporting unit may submit only one nomination. Organizations and base-level personnel must contact their MAJCOM, FOA, or DRU for applicable suspense dates and nomination procedures. Nominations are due to the Air Force Personnel Center by Feb. 24.

L.E.A.D SCHOLARSHIP OPPORTUNITY

The Robert D. Gaylor NCO Academy L.E.A.D. council is offering a \$350 scholarship to the qualifying Airman who writes the best essay. Applicants must be an enlisted members, or family members of an enlisted member, of Joint Base San Antonio seeking degrees from higher learning institutions. Essays can be submitted now through Dec. 19. The scholarship will be awarded in January or February 2015. Contact Tech. Sgt. Douglas Greene for details. All packages will be collected via email.

JBSA-LACKLAND TOP III LOOKING FOR UNITS TO SERVE AS TOYS FOR TOTS DROP OFF SITES

The Joint Base San Antonio-

Lackland Top III is collecting toys in support of the U.S. Marine Corps Reserve Toys for Tots program and is looking for units to serve as drop off sites for toys. Through Dec. 12, the TOP III will be collecting new toys for families that are less fortunate and are looking for units who would like to serve as drop off sites. They are also accepting unwrapped toys at our drop off site at the Robert D. Gaylor NCO Academy. If you are interested in being a part of this powerful endeavor, email Master Sgt. Nonika Allen or Tech. Sgt. Carla Milanese.

FIT BLUE RESEARCH STUDY

Active duty participants are needed for a research study conducted by Wilford Hall Ambulatory Surgical Center in partnership with the University of Tennessee Health Science Center. The FIT BLUE research study aims to help active duty members with body mass index greater than 25 to lose weight. Participants enrolled in this evidence-based program will receive free weight loss tools and support.

To learn more, call 855-FITT-NOW (855-342-2663) or visit <http://www.uthsc.edu/fitblue>.

LACKLAND OFFICER'S SPOUSES CLUB OFFERS SCHOLARSHIP

The Lackland Officer's Spouses club is accepting applications for their 2015 scholarship program. The program is open to high school senior dependents or spouses of active duty, guard or reserves military members assigned to Joint Base San Antonio-Lackland. The deadline is March 1, 2015. Application and requirements can be found online at <http://www.lacklandosc.org/scholarships.html>. Call 520-878-6500 or email scholarships@lacklandosc.org

ADAPT CLINIC RELOCATES

The Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Clinic at Wilford Hall Ambulatory Surgical Center is now located on the fifth floor. Visitors proceed to Room 5B29 to check-in. Call 292-4452.

502ND LRS CUSTOMER SERVICE

502nd Logistics Readiness Squadron Customer Service is the focal point for supply-related questions, concerns, complaints, Zero Overpricing Program and Defense Reutilization and Marketing Office transactions. Call 671-2575/3611/3801.

CHAPEL SERVICES

—PROTESTANT WORSHIP SERVICES

Freedom Chapel – Building 1528

Contemporary Service Sun. 9:30 a.m.
Religious Education Sun. 11:00 a.m.
Gospel Service Sun. 12:30 p.m.
Spanish Service Sun. 3:00 p.m.

LITURGICAL SERVICE

Airman Memorial Chapel – Building 5432

Sun. 8:00 a.m.

CHURCH OF CHRIST

New BMT Reception Center – Building 6330

Sun. 7:30 a.m. (Rm. 175)

SEVENTH - DAY ADVENTIST

Gateway Chapel – Building 6300

Sat. 12:30 p.m.

CHRISTIAN SCIENCE

New BMT Reception Center – Building 6330

Sun. 7:30 a.m. (Rm. 112)

—ORTHODOX CHRISTIAN

Airmen Memorial Chapel – Building 5432

Sun. 9:30 a.m.

—WICCA

New BMT Reception Center – Building 6330

Sun. 9:00 – 11:00 (Auditorium)
Freedom Chapel – Building 1528
Wicca Open Circle 1st Tues. 6 – 7 p.m.

—REFUGE STUDENT CENTER

Building 9122 (Tech Training & TDY Students)

Wednesday 6 – 8 p.m.
Thursday 6 – 8 p.m.
Friday 6 – 11 p.m.
Saturday 12 – 9 p.m.
Sunday 11 – 5 p.m.

—JEWISH

Airmen Memorial Chapel – Building 5432

Sabbath & Kiddush Fri. 4:30 p.m.
Religious Education Sun. 1:30 p.m.

—ROMAN CATHOLIC

Freedom Chapel – Building 1528

Religious Education Sun. 9:00 a.m.
Mass Sun. 11:00 a.m.
Reconciliation Sun. 10 a.m. & 4:15 p.m.

Daily Mass Mon., Tues. & Thur. 11:30 a.m.

Note: Reconciliation(s) may be scheduled by appointment

—ISLAMIC

Global Ministry Center – Building 7452

Jumu'ah Prayer Fri. 1:30 p.m. – 2:30 p.m.

—BUDDIST

New BMT Reception Center – Building 6330

Sun. 10 a.m. (Rm. 175)

—ECKANKAR

Gateway Chapel – Building 6300

1st, 3rd, and 5th Saturdays 12:30 p.m.

—BAHA'I

Gateway Chapel – Building 6300

1st, 3rd, and 5th Sun. 11:00 a.m.

—THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS

Gateway Chapel – Building 6300

Religious Education Tues. 6:30 p.m.
LDS Institute Thurs. 6:30 p.m.
LDS Service Sun. 1:00 p.m.

JBSA-LACKLAND

KEY FAMILY SUPPORT RESOURCES

Air Force Aid Society	671-3722
Airman & Family Readiness Center	671-3722
Airman's Attic	671-1780
American Red Cross	844-4225
Base Post Office	671-1058
Bowling Center	671-2271
DEERS	800-538-9552
Exceptional Family Member Program	671-3722
Family Child Care	671-3376
Legal Office	671-3362
Library	671-3610
Medical Appointment Line	916-9900
MPF ID Cards	671-6006
Outdoor Recreation	925-5532
TRICARE Info	800-444-5445
Thrift Shop	671-3608

Enlisted Spouses' Club	http://www.lacklandesc.org
Force Support Squadron	http://www.lacklandfss.com
Lackland ISD	http://www.lacklandisd.net
Officers' Spouses' Club	http://www.lacklandosc.org
JBSA Public website	http://www.jbsa.af.mil
My Air Force Life	http://www.MyAirForceLife.com

For more details, contact Freedom Chapel - 671-4208 • Gateway Chapel - 671-2911

NORAD is ready to track Santa's flight around the world

The North American Aerospace Defense Command at Peterson Air Force Base, Colo. is ready to track Santa's yuletide journey. The NORAD Tracks Santa website at <http://www.noradsanta.org> has launched and features a mobile version, a holiday countdown, new games and daily activities and more.

The website is available in eight languages: English, French, Spanish, German, Italian, Japanese, Portuguese, and Chinese.

Official NORAD Tracks Santa apps are also available in the Windows, Apple and Google Play stores, so parents and children can countdown the days until Santa's launch on their smart phones and tablets. Tracking opportunities are also offered on Facebook, Twitter, YouTube, and Google+. Santa followers just need to type "@norad-santa" into each search engine to get started.

Also new this year, the website features Santa's elves in the North Pole Village. NORAD Tracks Santa is introducing the newest elf and asking



Graphic by Air Force Staff Sgt. Luis Loza Gutierrez

the public to help choose the perfect name for him. Details can be found via NORAD Tracks Santa social media or in the "Name the Elf" video in Santa's North Pole Movie Theater at [http://](http://www.noradsanta.org)

www.noradsanta.org.

Starting at 12:01 a.m. Mountain Standard Time Dec. 24, website visitors can watch Santa make preparations for his flight. NORAD's "Santa

Cams" will stream videos on the website as Santa makes his way over various locations.

Then, at 4 a.m. MST (5 a.m. Central), trackers worldwide can speak with a live phone operator to inquire as to Santa's whereabouts by dialing the toll-free number 877-Hi-NORAD (877-446-6723) or by sending an email to noradtrackssanta@outlook.com.

Any time on Dec. 24, Windows Phone users can ask Cortana for Santa's location and OnStar subscribers can press the OnStar button in their vehicles to find Santa.

NORAD Tracks Santa started in 1955 when a local media advertisement directed children to call Santa direct – only the number was misprinted. Instead of reaching Santa, the phone rang through to the crew commander on duty at the Continental Air Defense Command Operations Center. Thus began the tradition, which NORAD carried on since it was created in 1958.

(Source: North American Aerospace Defense Command Public Affairs)

NEWS IN BRIEF from Page 3

required positions.

Several defense attaché offices have C-12 aircraft assigned, so the attaché for those offices must be fixed-wing pilots, Tanner said. Although not mandatory, operations background, foreign language skills and experience in the desired region are highly desired.

Applicants selected for an interview will be notified by Jan. 30, and they (and spouses, if applicable) will be scheduled for an interview.

For more information about the attaché program including complete eligibility and application instructions, go to the Air Force Portal and enter "Attaché Program" in the search window, or visit myPers. Select "Search All Components" from the drop down menu and enter "Attaché Duty" in the search window.

59th Medical Wing geared to recapture patient services

By Christopher Carwile
59th Medical Wing Public Affairs

While comment and feedback cards are always available for patients in every clinic of the Wilford Hall Ambulatory Surgical Center, the 59th Diagnostics and Therapeutics Squadron is taken an active, "re-construction" approach to gaining feedback.

"It's all about enhancing the patient care experience," said Byron Nichols, 59th Medical Support Group process improvement advisor.

"The 59th MDTs is working to make us the pharmacy, the lab, and nutritional medicine clinic of choice for our number one customer, the patient," said Nichols.

During the six-week project, squadron members, wearing hard hats and reflective vests, collected 1,500 responses from visitors to questions about their customer service experiences.

Responses to two questions have been primarily positive with a 98 percent satisfaction rating.

"However, we have identified sev-



eral areas for improvement such as service hours, communication, and other internal processes we can adjust to better meet the needs of our patients," said Nichols.

Now it's the squadron's turn to provide feedback to the customer.

"The answers that our patients provided were taken and categorized," he said. "We are creating a display for our patients so they can know that we acknowledge what they told us and are addressing their concerns.

"This is a unique step because many

times if a suggestion is made, the patient never hears a response from the clinic," he added. "The 59th MDTs Reconstruction Program is committed to improving communication and providing feedback so our patients know we listen and we care."

Senior Airman Catherine Scholar, 59th Medical Diagnostics and Therapeutics Squadron diet therapy journeyman, congratulates Airmen for answering correctly during a nutrition jeopardy game recently at the Wilford Hall Ambulatory Surgical Center, Joint Base San Antonio-Lackland. The event helped patients pass the time while waiting for their prescriptions, and provided them with nutritional information on foods we eat every day.

Photo by Staff Sgt. Kevin Iinuma

Public Health DHA's latest shared service comes aboard

The Defense Health Agency's latest shared service, the Public Health division, reached initial operating capability on Sept. 30, 2014.

"Now that the Division has stood up, we have a few challenges in front of us, including continuing to build trust with our stakeholders, proving our worth, analyzing the additional product lines, and realizing the efficiencies and cost savings we have identified," said Air Force Col. Carol A. Fisher, chief of DHA's Public Health Division.

"But the vision was clear from the start... the Army, Air Force and Navy combined with the Defense Health Agency would build a world-class public health capacity strategically positioned to meet the Military Health System and customer needs," said Dr. Craig Postlewaite, deputy director for DHA's Public Health division.

Construction of the Public Health division began in July 2011 with rep-

resentatives from all three services forming the public health shared service work group. The work group formulated the course ahead to identify opportunities for improvement and capture efficiencies above the regional level (service public health centers).

"It's been a labor of love, but a true team effort amongst the services to shape public health for the future," said Fisher. "We are especially appreciative of the members of the public health shared services work group who worked tirelessly to make the division a reality."

The new division faced hurdles with leadership transition and the transfer of service positions and funds. However, the largest obstacle to overcome was assuming three former Army executive agencies, Department of Defense Veterinary Services, the Military Vaccine Healthcare Network and the Armed Forces Health Surveillance

Center, as public health product lines. The mission set before them in the coming year:

- Support the move from a health care system to a system of health by focusing on the prevention of disease, disability, and death in garrison and while deployed;
- Create timely, standardized execution guidance, in collaboration with the military services;
- Increase effectiveness and efficiencies (e.g., manpower and cost savings) through consolidation/re-engineering of functions; and
- Develop a comprehensive portfolio management and DHA Public Health structure to best integrate the evolution of additional product lines.

After reaching initial operating capability, the division began to design, monitor and analyze metrics for all public health product lines, and conduct value stream analyses for additional product lines. Current product

lines include: occupational and environmental health, clinical preventive services, health promotion, radiation health, food and water safety/sanitation, public health labs, public health emergency risk communications, and entomology. The division will also identify gaps in policy and implementation guidance.

As the Public Health division moves forward, the leaders expect to expand its role. With the analysis of each additional product line, the division's scope and responsibilities increase, as will opportunities for capturing efficiencies and cost savings, Fisher explained.

Both Fisher and Postlewaite agree that standing up the public health division was an enormous challenge, but definitely an achievable one. They are pleased with the progress thus far, but agree there's still much more work to be done.

(Source: Health.mil)

Warhawks get outhustled in elimination game

Story and photo by Jose T. Garza III
JBSA-Lackland Public Affairs

Joint Base San Antonio-Lackland Warhawks varsity basketball coach Calvin Conliffe said the team was going to hustle and thrive under the bright lights of the Joe Hall Memorial Basketball Tournament.

With both the Warhawks and the Fort Hood varsity basketball team facing elimination, it was the Killen Texas military installation who showed their hungrier to stay alive in the tourney. Fort Hood outhustled the Warhawks en route to a 92-77 victory and crushed their opponents' hopes of a second consecutive Joe Hall championship. Before losing its final elimination game, the Warhawks suffered a 79-68 defeat to eventual

Joe Hall champion United States Air Force Academy Preparatory School.

Four Warhawks players scored in double digits. Wendell Thibeaux led the team with 26 points, Lonnie George and Artis Gandy each chipped in 11 points, and Laron Smith added 10 points.

"I guess that loss (against the Prep Academy) was too much for us," Conliffe said. "We didn't react to the pressure that Fort Hood gave us, and we didn't box out and shoot well. The shots weren't falling for us."

Entering the second half with a 43-30 lead, the shots were falling in Fort Hood's favor as they cruised to an early 18-8 run.

Despite the substantial deficit, the Warhawks were determined to not give up their title without a fight. A



Joint Base San Antonio-Lackland Warhawks forward Wendell Thibeaux attempts a free throw shot Dec. 6 at the Chaparral Fitness Center.

post up shot from George began a 6-0 run and narrowed the team's deficit to 10.

Fort Hood clinched the victory at the free throw line, scoring six of its eight points at the keyhole.

Even though the Warhawks could not repeat as champions, there is optimism for the team. Conliffe said the team has a few more Central U.S. Military Basketball Conference games and non-conference tournaments on their schedule, and his goal is for the Warhawks not to lose a single game between now and next year's tournament.

"I don't feel that anybody in our conference can beat us," the coach said. "The team knows that, and they just have to go out and play."

Spinning instructor aims to give cyclists their money's worth

Story by Jose T. Garza III
JBSA-Lackland Public Affairs

"Sit up." "Focus." "Let's go." Those are some of the inciting words that are resoundingly heard from a spin cycling instructor, who is wearing a light green Nike athletic jacket and blue shorts, as he motivates students to keep peddling while they gasp for breath with coats of sweat covering their face.

The enthusiastic rallying cries are all part of giving the students, who pay \$2 per workout session, their money's worth.

"If a workout is not fun, they are not going to do it," said Petty Officer 1st Class Justin Trembl, Navy Technical Training Center Lackland, Master at Arms course instructor and a 341st Training Squadron military dog trainer, who has been a certified spin instructor for nine years. "People pay for an experience, and they don't want to attend a regular workout session because it is boring."

"It's a motivational tool that I use because it is fun."

As of Nov. 18, Trembl instructs a spin cycling class from 5-6 p.m. on Tuesdays and 5:15-6 p.m. on Wednesdays. The class was previously taught on Tuesdays and Thursdays.

Participants utilize aerobic and anaerobic exercises during the class to work out their core and improve their flexibility. Trembl said students could burn an average of 750 calories during the 45 minute to an hour workout, and added that the class is a good workout for people of all body types.

"I have young athletic men and young athletic women," Trembl said. "I have two people who have hip, back, and flexibility issues. It is a zero impact class that is at your pace. I am going to push you, but it's at your pace. You will come to a plateau, and the biggest thing is changing the dynamic of your workout to get a better result of what your overall goal is in the fitness program."

The class has helped two people improve their fitness so far.

Lavonia Lawrence, a dependant, said she has lost three pounds since she started taking the class two months ago. While she explained the class is not easy, Lawrence loves working out to the music and enjoys how Trembl implements body movement and weight training.

She also appreciates the energy he asserts during the sessions.

"His energy gives me energy to keep moving, and I am not one to give up," Lawrence said.



Tech Sgt. Daniel Cody, 802nd Force Support Squadron manpower analyst, said he has lost a few pounds and his run time has decreased five to 10 seconds since he began taking the class about a month ago.

He also credits Trembl's energy for keeping him motivated to complete the class.

"It's good intensity," Cody said. "If you have a boring instructor, the class is going to be boring. He throws out a lot of verbal sounds that get you pumped up. You have to be loud as an instructor, so your students can hear what movement you want them to do."

Trembl recommends the class for Airmen because of the different results people can achieve.

"Cycling increases your time and core strength," the instructor said. "People don't realize, but the exercise helps with pushups because you can hold the plank longer. For the hip area, it opens your flexibility. The exercise also helps with sit-ups because you'll be able to work that muscle more."

"These are goal oriented people in our class. There are people who are 60-plus years old that have never taken cycling and might be sedentary, but they are the ones pushing. They are pushing themselves and their mind, and they are making themselves mentally and physically stronger at the same time."

For more information on the spin cycling class, call the Warhawk Fitness Center at 671-2016/3490.

Petty Officer 1st Class Justin Trembl, Navy Technical Training Center Lackland Master at Arms instructor and 341st Training Squadron dog trainer, leads a Spin cycling class Dec. 2 at the Warhawk Fitness Center.

Photo by Jose T. Garza III